



*Students learn how to become disciplined knowledge-gatherers*

## Untangling the paradoxical knots of business

by Perry Greenbaum

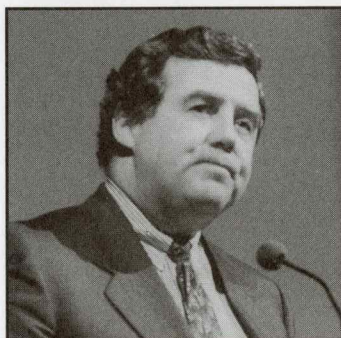
A surplus of business books are available on what it will take to lead a business into the next century, including Charles Handy's *The Age of Paradox*. It is one of three required books for Contemporary Business Thinking, a unique course developed by Professors Mick Carney, Linda Dyer, Harold Simpkins, Barbara Shapiro, Rosalind Knitter and Bryan Barbieri.

The new course — part of the core curriculum recently revised by the Faculty — has a weighty objective: prepare students to read and gather information critically, a skill that industry has deemed essential in the Information Age. As a key part of the course, first-

year Commerce and Administration students have the rare opportunity to hear business leaders speak about a topic connected with one of their readings.

Business paradox is one such issue. Companies after re-engineering are grappling with such conundrums as how the desire for teamwork conflicts with individual accountability, how short-term measurements interfere with long-term goals, and how management approval stifles entrepreneurial spirit.

Touching upon these themes, the three industry leaders focused on leadership's role in meeting the challenges of a global marketplace seemingly filled with paradox.



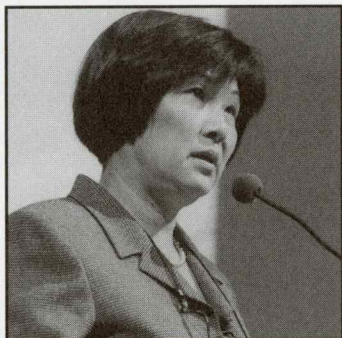
**Jim Cherry**  
President & CEO,  
CAE Electronics

"You need to have audacity," said Jim Cherry, president and CEO of CAE Electronics, a world-leading manufacturer of flight simulators. He told some 500 first-year students that being audacious is not arrogance, but a sign of having a "can do" attitude.

A leader needs a competitive spirit, integrity, perseverance and respect for peers. "A leader does not talk about these values," Cherry said — "he (or she) lives them."

That attitude, in part, has vaulted CAE into one of the most respected aerospace manufacturers not only in Canada, but in the world. The Montreal-based company controls more than 50 per cent of the simulator

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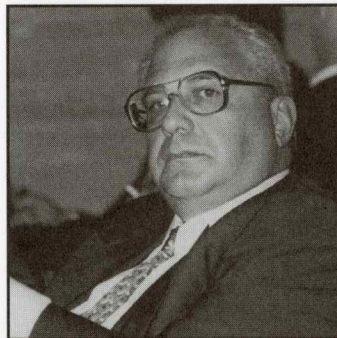
**Hazel Mah**  
Founder  
The Mah Family Group

Hazel Mah understands the struggles of being an entrepreneur. She is a 1981 Concordia MBA grad and member of the University's Board of Governors.

Though her presentation was peppered with business parlance such as "continuous quality improvement, second curve product development, and teamwork," Mah spoke with feeling about the need to balance modern practices with traditional beliefs.

The founder and head of the Mah Family Group, which includes the well-known restaurant Le Piment Rouge, offered a matriarchal perspective on leadership. "I consider my employees a family," she says. An anecdote underscores

*continued on page 6*



**Ned Goodman**  
Chair & CEO,  
Dundee Bancorp Inc.

Ned Goodman is Chair and CEO of Dundee Bancorp Inc., which provides counsel to Dynamic Mutual Funds. The Financial Post has dubbed him "the dealmaker."

"Passion for what you are doing is essential," Goodman said. Talking about the paradox of team versus individual efforts, he concedes that the mutual funds business is known to have its "prima donnas."

Though feathers sometime get ruffled, this is acceptable as long as these "stars" are both producing results and working within the corporate culture. Giving individual recognition and lavish attention is important in the mutual funds business.

Still, teamwork is a necessity today,

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### Information Sessions

Diploma in Institutional Administration/Diploma in Sports Administration  
April 15, May 13 and June 17  
For information, call 848-2718

### Conferences

Annual Women & Work Symposium: May 1, Room H-110  
Brian Hawker, 848-2707

### Executive Development

Seminars in English  
Maintenance Management,  
Toronto: April 22-23

Inventory Management and Control,  
Montreal: April 14-15,  
Toronto: April 16-17

Developing Total Quality Suppliers,  
Montreal: May 5-6,  
Toronto: May 8-9,  
Vancouver: May 12-13

Strategic Outsourcing of Services,  
Toronto: May 27-28,  
Montreal: May 29-30

Seminars in French  
Code à Barre,  
Montréal: April 21-22

Stratégie de Vente,  
Montreal: April 9-10, April 30-May 1

La Maintenance Préventative,  
Montreal: April 23-24, May 14-15

Réussir sur Négociations,  
Montreal: April 28-29, May 12-13

L'optimisation des Fonctions D'entreposage,  
Montreal: May 26-27, June 9-10  
Call Lucy Fusaro, 848-2787

### Membership has its privileges

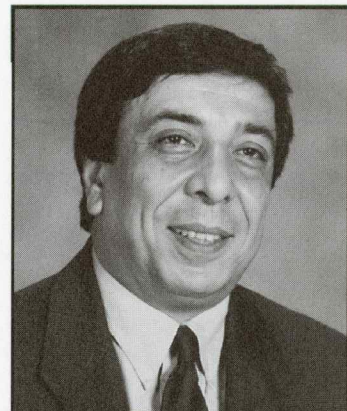
The American Assembly of Collegiate Schools of Business (AACSB) has granted accreditation to the Faculty of Commerce and Administration. Concordia University joins such well-regarded U.S. universities as Columbia, Case Western Reserve, Northwestern and Harvard University.

For more, please see the AACSB/Concordia announcement



## A Message From the Dean

### Meeting world-class quality standards



**Dr. Mohsen Anvari, Dean,  
Faculty of Commerce  
and Administration**

Judging from the comments we received following the first edition of Commerce Today, this avenue of communication will definitely help us keep in touch with our alumni and friends. I thank all of you who gave us comments. Each is important.

With your encouragement and help we are undertaking new initiatives that will educate highly qualified graduates for positions in the business community, enhance our research and scholarly activities, and increase the professional involvement of our Faculty.

This edition of Commerce Today is packed with timely and topical articles that will become regular features. I am delighted to report on my participation in Team Canada's trade mission to Southeast Asia led by Prime Minister Jean Chrétien. Along with provincial premiers and a large number of business leaders, I found the mission successful in promoting Canadian business in Korea, Thailand and the Philippines. It was

also, for us, a wonderful opportunity to promote the Faculty of Commerce and Administration, and to learn other ways of recruiting students.

An extremely important news item I want to announce is the formal accreditation of all our degree programs by the American Assembly of Collegiate Schools of Business. Meeting the rigorous quality standards of AACSB has been a lengthy process involving faculty, staff, students, the university administration and our business partners — especially members of our Advisory Board. Please read the insert enclosed with this newsletter for details of what this accreditation means to the Faculty and its students. As only the fourth university in Canada to achieve this distinction, we are moving into a new era of providing education that meets world-class standards.

Still, there's more. In this issue, we also profile alumnus Jonathan Wener, CEO of Canderel Group. Wener explains how a great part of his business success can be traced to his Concordia roots. As well, we look at Marketing Professor Michel Laroche's research on how immigrants adapt to Canadian consumer culture; examine the significance of the revamping of our undergraduate program, including the addition of a unique course, Contemporary Business Thinking; and highlight the impressive pass rates of our students writing the Uniform Final Examination, administered by the Institute of Chartered Accountants.

The Faculty again honoured four

lifetime achievers at its ninth annual Awards of Distinction luncheon on November 15 attended by about 400 people. Recognized were the important contributions of Francesco Bellini, Micheline Charest, André Desmarais and Robert de Fougères.

I am confident that you will find this all interesting and relevant. My colleagues and I rely on the continued support of the business community as we continuously improve the quality of our programs. I look forward to receiving your comments. I

can be reached personally at (514) 848-2703. You may also want to call Dr. Jerry Rosenblatt, Associate Dean, External Affairs and Executive Programs at (514) 848-2702. In addition, please send us your ideas for future issues by fax at (514) 848-4298 or e-mail at: [comtoday@vax2.concordia.ca](mailto:comtoday@vax2.concordia.ca).

**Dr. Mohsen Anvari,**  
Dean,  
Faculty of Commerce  
and Administration



The Faculty of Commerce and Administration held its annual Awards of Distinction luncheon at the Queen Elizabeth Hotel on November 15, 1996. From left to right, the recipients are: **Robert de Fougères**, a Montreal entrepreneur who has given Concordia's MBA Case Competition countless hours of support, and is the former President of the North American Society for Corporate Planning and past Chair of the art magazine Vie des Arts; **Marie-Josée Corbell**, Vice-President of Legal Affairs for the international film production and distribution company Cinar, accepting for Cinar's co-founder, **Micheline Charest**; **Francesco Bellini**, co-founder and President of BioChem Pharma Inc.; and **André Desmarais**, President and Co-CEO of Power Corporation. More than 400 members of the business and academic communities attended the event. The Awards of Distinction are given annually by the Faculty to honour four high achievers for their valuable contributions to the business community.

# COMMERCE

TODAY

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## Professor Profile

### How newcomers adapt to Canadian consumer culture

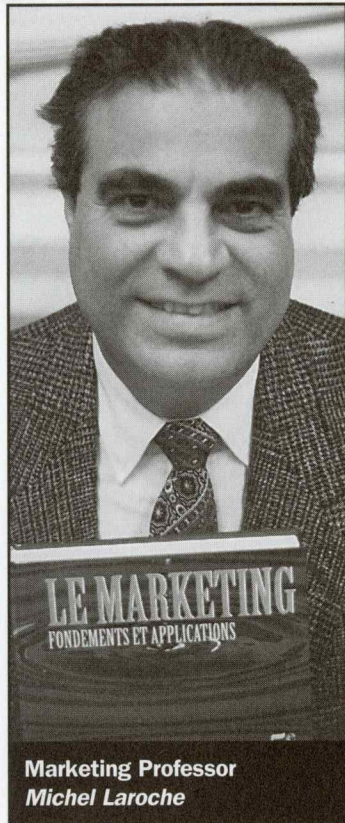
**T**he average person makes some 200 decisions daily. Of course, not all are of equal weight, nor do all people share the same burden. Immigrants, for example, not only have to learn local language and customs, but where to shop and what to buy, often facing a complex array of choices.

"Consumers make decisions using a planned strategy," says Marketing Professor Michel Laroche, an authority on consumer behaviour. Because of information overload, consumers will quickly narrow the choice to three or four brands — called the "evoked set" (a phrase coined by now-retired Columbia University Professor John Howard). Consumers will then do as much research on these three (or four) products to make a final decision. Even if they buy the item again, consumers are likely to repeat the ritual, Laroche points out. "Except the evoked set may change — adding a product or eliminating another."

#### A wonderful laboratory: Montreal

Such observations have been a great part of Laroche's research for some 10 years, an outgrowth of his work on differences in decision-making between French- and English-language speakers. From there, he branched off to other cultures, "a natural progression," the 52-year-old Laroche says. "The city's rich and diverse cultures — many of which maintain their traditions long after landing here — make Montreal a wonderful laboratory."

A native of France who came to the U.S. in 1969 to further his education, Laroche moved north to Concordia in 1979 after completing his PhD at Columbia University in 1974. His research centres on how immigrants from European and Asian nations make decisions about what to buy. Among the questions he examines are what effect does the clash between tradition and modernity have on newcomers, whether they adapt quickly to



Marketing Professor  
Michel Laroche

their new homeland, and how they become acculturated to the consumer culture of their adopted country.

Generally, immigrants go through the same decision making process (of evoked sets) as those who have lived here a long time. If, however, there is a strong community (as for example is seen in Chinese, Korean and Lebanese people), immigrants tend to pick up less of their surrounding culture. Newcomers feel more secure shopping in stores staffed by familiar faces. Language is often a barrier.

#### TV a powerful educator

But mass media play a big role in overcoming language barriers and integrating newcomers. Studies and anecdotal evidence show that immigrants learn language and local cultural mores through movies, television, radio and newspapers. "The media provide some reflec-

tion of the culture, educating the public," Laroche says. And it is through the same media (TV being the most powerful "educator") that newcomers learn about brand choice.

Still, many immigrants do adapt quickly to some local customs, Laroche says, "buying more convenience foods than European counterparts," who elect to buy more fresh products. Adapting to some distinctions, however, can take time. For example, mayonnaise, which comes in a jar in North America comes in a tube in Germany. Other cross-cultural quirks exist. Maple syrup on pancakes, a French-Canadian tradition, is unknown in France. "We have waffles but use honey or jam," says the French expatriate.

Age can be a dividing line. Children of immigrants pick up the language and the surrounding culture quicker than their parents, which often results in a clash of values — usually depicted as traditional versus modern. Called the first-generation effect, this occurs with every influx of arrivals to our shores: from the Irish to the Jews to the Greeks. Laroche's current research involves Chinese couples. Women from China raised traditionally use established patterns in the decision-making process. When the couple crosses over to Canada, women who meet liberal, modern thinking, often change in subtle ways.

There are universals, however, that are cross-cultural. All consumers expect a certain level of service, Laroche says. "Companies often ignore the value of customer service. Studies show it costs companies from seven to 10 times more to gain a new customer than keep the one you have."

Still, Canadian companies spend millions of dollars to attract new customers. While advertising arguably does work, Laroche offers a simpler solution. "First and foremost, you need a quality product and excellent service."

PG

#### Marketing Professor Michel Laroche

After receiving his doctorate in marketing from Columbia University in 1974, Professor Michel Laroche held various academic positions before joining Concordia's Department of Marketing in 1979. For the last 10 years, he has been examining the relationship between ethnicity and consumer behaviour — in particular, their relationship to the decision-making process.

A prolific researcher and writer, Laroche has published in, among others, Behavioral Science, Journal of Consumer Research, the Canadian Journal of Administrative Sciences and the Journal of Business Research. In addition, he has been Marketing Editor for the Canadian Journal of Administrative Sciences, and is now Associate Editor (Marketing) for the Journal of Business Research. As well, he is the co-author of 10 textbooks, including *Le Marketing: Fondements et Applications*, in its fifth edition; and *Consumer Behaviour*, in its second edition.

He sits on the editorial board of a number of well-regarded publications, including *La Revue Française de Marketing*, Canadian Journal of Administrative Sciences, and the Journal of International Consumer Marketing.

Among his many achievements, Laroche received the 1986 Outstanding Paper Award from the Southern Marketing Association; the 1993 Best Paper Award from the American Marketing Association; and was profiled in Japanese Studies in Canada and in Harvard Business Reference, Profiles in Business Management.

The federal government has called Professor Laroche as an expert witness a number of times to provide expertise on the effect of advertising on consumer behaviour. In 1990, he provided background evidence on the relationship between advertising and tobacco consumption.

Laroche's international reach as a speaker, reviewer and session chair covers European nations like France, Greece, Switzerland and Germany, Middle-Eastern countries Israel and Turkey, and Pacific Rim nations Japan, China, Thailand and Singapore.



## Undergraduate Program

# Balance of technical and 'people' skills trains thoughtful business leaders of tomorrow

**B**usiness schools today have a responsibility to graduate students with the right mix of business, technical and analytical skills, ready to assume their role as critical and informed citizens. That in part explains why schools are closely examining what they do and why. Another is the changing dynamic in the linkages being forged between universities and industry. The trick is to balance the needs of industry with those of universities. That means universities need to regularly evaluate the courses they offer students.

Curriculum review is a normal process. The Quebec Ministry of Education guidelines prescribe that all schools do a self-appraisal of their programs on a periodic basis. The Faculty of Commerce & Administration started the process for the undergraduate program in early 1991, under the guidance of then Associate Dean for Academic Programs, Mick Carney (now a Management Professor in the Faculty).

The self appraisal, the first phase of the three-step process, lasted almost three years. Phase Two involved the use of outside consultants: former deans from Simon Fraser University (in Vancouver), the University of Windsor and the University of Calgary did an assessment. The triad's main recommendation in their February 1995 report was that the undergraduate curriculum needed updating. Not that the program was bad: "It served us well for 22 years," Carney said.

Historically, Concordia has always responded to the needs of business, Carney says, "to provide relevant, practical skills." That relationship continues. The Faculty Advisory Board's counsel was instrumental in the development of an Entrepreneurship course. Other changes include the addition of Contemporary Business Thinking, and the revising of the Communications, Marketing and Business Ethics courses. Carney points out that the goal of these

five courses is to make students "look at business as a whole."

### Students given more choice

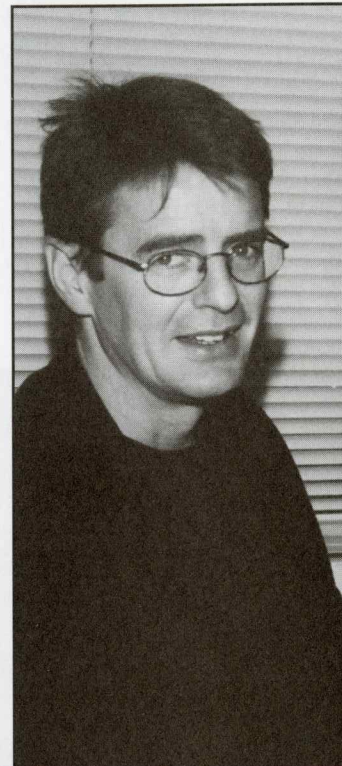
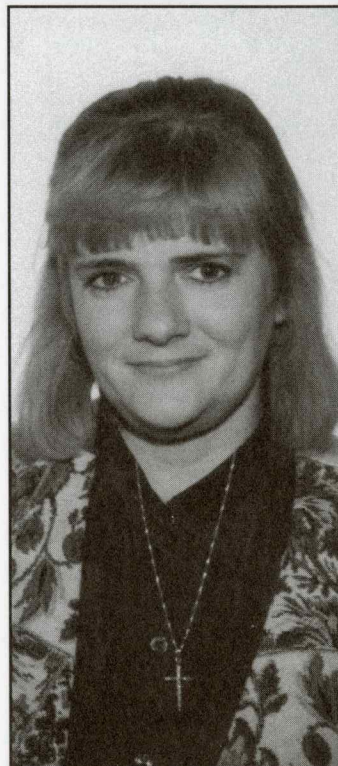
These changes follow current thinking. Businesses want well-rounded students: those who retain hard skills like decision making and spreadsheet analysis and, at the same time, can think globally, says Dr. Danielle Morin, Associate Dean for Undergraduate Programs, who headed the committee revamping the program. Among the fundamental changes it initiated was paring the core program from 51 to 42 credits.

Students have greater latitude in elective courses outside their field of specialization and, if they choose, can take a minor in a discipline other than business. "We want to give students a broader education," explains Morin, who has a doctorate in mathematics. "We encourage them to take courses, among others, in languages, political science and philosophy, to give them another view on life."

### Students need to be thoughtful

These significant changes show that universities are not factories (acting as adjuncts to business), churning out students who are only technocrats. Quite the contrary. Business schools still need to fit within the university model, not only providing students with marketplace-driven technical skills, but with other universal characteristics beneficial to society, namely, communication abilities and how to make ethical choices.

In the fast-changing, global marketplace that is part of the Information Age, students increasingly need to be thoughtful compilers and users of information. Although the curriculum updates have been in place since September 1996, Morin says the program is balancing the dual needs of academia and business — walking that tenuous tightrope to success. **PG**



**Dr. Danielle Morin** Associate Dean for Undergraduate Programs and Management Professor **Mick Carney**, spearheaded changes to the undergraduate curriculum.

## Fundamental skill-sets named

The Faculty Advisory Board played an instrumental role in suggesting changes to the undergraduate curriculum to meet the needs of industry. The business board identified four essential skill-sets:

- the ability to work in teams,
- the ability to communicate,
- the ability to become leaders, and
- the ability to continually update business skills by gathering and assimilating information.

Many industry and academic experts point out that universities teaching these skill-sets will be preparing their students well for the next millennium.



# Wener's feet planted firmly in Montreal and Concordia: Head of Canderel Group doesn't forget his roots

**J**onathan Wener, chair, CEO and principal shareholder of Canderel Group, one of Quebec's largest commercial real estate development and asset management companies, bases much of his success in business and private life on his Concordia connections. The energetic businessman's relationship with the University began when he became a commerce student in 1967, after a summer spent hard-hatting in Calgary as a construction worker and clerk of the works.

Wener gives a considerable amount of time and money to his alma mater (BComm 1971), because he believes that you "take from society and you give back." Wener has sat for the past two years on the Board of Governors. His initial service on the board began as a student representative when he was the first president of the Sir George Williams Student Union.

When the opportunity arose for the University to buy the Student Union Building at 1476 Crescent, Wener jumped at the chance, and with an equally active team reconstructed and renovated the structure to open the Karma Coffee House. Bruce Cockburn and Kris Kristofferson performed at the café with its seats made of barrels and its tables on which patrons were encouraged to carve their names — "we got the antique look we wanted in a hurry," chuckles the 46-year-old Wener.

### Coffee house a catalyst

When the coffee house finally opened — after months of delays in receiving the building permit by City Hall, which resulted in Wener calling up then-mayor Jean Drapeau (against friends' skepticism) to demand a permit, reminding him that 18-year-olds could vote for the first time (he got the permit the next morning) — Wener met "a charming young lady with long hair, walking barefoot." Wener was wearing a three-piece suit. The



**Jonathan Wener (BComm 1971),  
CEO and Chair of Canderel Group**

woman, Susan, would become his wife in a few years.

The coffee house played another major role in his life. In 1975, when he had the opportunity to buy it — "I jumped at the chance" — and sold the building immediately for a

tidy \$50,000 profit. That profit provided the start-up capital for Canderel.

In turn 10 years later, when Wener was approached for a donation to the Capital Campaign, he gave four times the amount asked,

"because the university had given me my start." By that time, he was CEO of Canderel, administering major properties throughout Montreal. The company now manages over 7.5 million square-feet of assets in Montreal, Ottawa, Vancouver and Tucson, Arizona, and acts as consultant on a major mixed-use complex in Novorossiysk, Russia.

### Strong roots in Montreal

"I have a very passionate love of Montreal," states Wener. "Montreal has strong roots and a vibrant sense of community and I feel strongly that these are worth preserving." That desire has shown itself in Canderel's planned Forum renovation into an entertainment complex consisting of 30 movie screens, restaurants, cafés, and theme shops. "It preserves the Forum as a living memory of the great years of Montreal — forever proud — *toujours fier*," a motto he thinks should be used for Montreal itself.

Despite a busy schedule, Wener has always found time for Concordia. A true advocate of business education, he was an April 4th featured speaker for the Contemporary Business Thinking course. As well, he's sat on the Faculty's Advisory Board, given frequent lectures at the university, chaired the University's Corporate Campaign for a number of years in the early 1990s, and received the Award of Distinction (1991) for his dual efforts in business and academia.

Wener is also a member of the University's Real Estate Planning Committee, which meets monthly to determine the real estate needs of the university, and to assure that students are properly accommodated in a constantly changing environment. "My goal is to establish a Concordia campus that's connected both physically and emotionally, [and one] that's modern and technologically advanced for the next millennium."

Photo Credit: Courtesy of Canderel Group



### Dean Anvari Joins Team Canada

**A** long series of memorable "events" is how Dean Mohsen Anvari describes his participation in the Team Canada trade mission led by Prime Minister Jean Chrétien in late January 1997.

"Besides promoting Canadian business in South Korea, Thailand, and the Philippines, it also provided 300 of the delegates an excellent opportunity to find out what was happening in the rest of the country,"

Anvari said.

Although there was a high level of pageantry during the visits, it was understandable. The 1997 Team Canada mission was the largest delegation from any country ever to visit these nations. "This is notable," said Anvari, "particularly because governments and business work very closely in these countries and this delegation displayed the importance that we give to trade."

Dean Anvari travelled to Southeast Asia with two main and related objectives: to recruit applicants for the recently approved, self-financed BComm program for international students, and to recruit students for the Aviation MBA Program. In addition, the dean — in meetings with Canadian embassy officials, university presidents and international student agents — picked up strategic ideas on how best to promote the

Faculty's new accreditation by the American Assembly of Collegiate Schools of Business.

Anvari added that meetings with government delegates and Canadian business people gave him many opportunities to promote the Faculty's programs and make valuable contacts in host countries.

### Paradoxical knots *(continued from page 1)*

#### Jim Cherry

market. Overall, aerospace is booming in Montreal, with some 60 per cent of the \$13-billion Canadian aerospace industry centred here. In total, the industry employs 50,000 people, and invests more than one billion dollars in R&D annually.

Since universities are research centres, he would like to see more industry-academic alliances. Universities can play a large role in developing technology — "acting as incubators for technical innovation," he said. There is a high level of interaction between Concordia and his company, added Cherry, a member of the Faculty's Advisory Board.

#### Hazel Hah

this. In the early 1990s, one of the Big Six banks called in Mah's \$6-million line of credit claiming she was overextended. Mah broke the news to her employees immediately. Without fanfare they acted: 60 of them signed as guarantors, allowing the company and their jobs to be saved.

While money may have been a motivation — "My servers make more than doctors or lawyers," she says — it doesn't tell the complete story. Mah possesses a certain sensibility that has gained her the respect and undying loyalty of her 250 employees, a rarity in these days of downsizing and economic uncertainty. Despite her successes, Mah continues to work 18-hour days, as she has done for two decades.

#### Ned Goodman

particularly if employers want to harness the full intellectual and creative talents of employees. But teamwork should not equate to a loss of individual thought, he contends. Goodman's ethos is: "Have the courage to question the assumptions that others hold." What irritates him, he pointed out, is a workforce with a groupthink mentality — a tendency to conform to group values and ethics while abandoning independent views. That attitude leads to stagnation in a company. His advice? Look at alternative thought processes like lateral thinking.

#### Women & Work Symposium, May 1st, 1997

This year's Symposium will feature the success stories of a diverse line-up of twelve career women. This will be followed by a Keynote Address at 7:00 p.m. given by Michèle Cyr, Présidente, Les Editions Télémedia. Mme. Cyr's impressive accomplishments include senior positions at Coopers & Lybrand, Pratt & Whitney Canada, and Molson O'Keefe Brewery. Among others, her company is well-known for its highly successful publication, 'Coup de Pouce'.

This free Symposium begins at 9:00 a.m. For further information, please call Brian Hawker 848-2707.

### Congratulations!

#### To Faculty:

• **Professor Lea Katsanis** (Marketing) is the first Canadian named Deputy Editor of the Journal of Product and Brand Management. The U.K.-based journal publishes theoretical, conceptual and empirical work, which contains information to help the working manager.

• **Professor Michel Laroche** (Marketing) has been appointed to a second three-year term as Associate Editor, Marketing, for the Journal of Business Research. His term began on January 1, 1997.

• **Professor Mrugank (Micky) V. Thakor** (Marketing) has received the Literati Club's Outstanding Paper Award from the Journal of Consumer Marketing. The winning paper, "Brand Origin: Conceptualization and Review," appears in Vol 13: 3 (1996) edition of the journal.

#### To graduates of the Diploma in Institutional Administration, Arts:

• **Zakia Demaghelatrous** has been offered the position of Tour Coordinator at Geordie Theatre Productions after completing her

internship with the Saidye Bronfman Centre for the Arts.

• **Fiona Nelson** has been offered a position with the National Gallery of Canada in Ottawa, after completing her internship. She will be engaged in marketing, communications and media review.

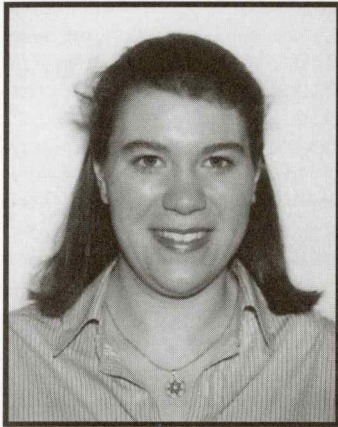
• **Darlene Nickerson**, currently completing her internship with the New Brunswick Museum, was recently employed as Administrative Director of the Mulgrave Theatre in Nova Scotia.



## Student Profiles

### Meet some of our Students

This is the first of a regular column profiling some of our students. For more information, contact **Commerce Today** by fax at (514) 848-4298 or by e-mail at [comtoday@vax2.concordia.ca](mailto:comtoday@vax2.concordia.ca)

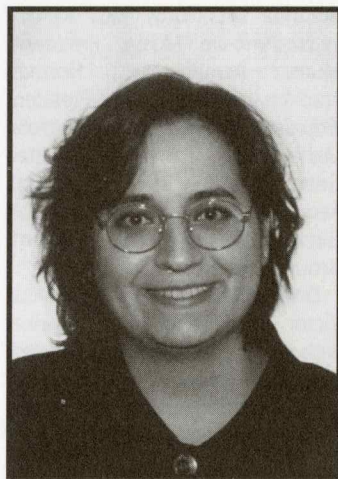


**Marie-Christine De Wever** is energetic and ambitious, driven by challenge and hard work — characteristics that have been a part of her since elementary school. De Wever attributes much of her academic success to a sense of organization which, she says “helped me maintain outstanding marks all the way through university.”

After graduating with a BComm (major: finance and minor: marketing) with distinction in May 1995, she trekked to Australia and New Zealand. De Wever’s travels were both culturally enriching and a time of self-discovery. Her goals now are to work for a company that fits her personality: one that is progressive and provides fast-track career advancement.

BComm (major: accountancy) and will graduate in July 1997. Di Vincenzo has managed to balance school, extracurricular activities and work (as a salesperson for five years).

As coordinator of the 1997 Commerce Games, Di Vincenzo learned that leadership extends far beyond planning, organizing and setting of goals and objectives within a team. Rather, it requires the ability to motivate and support others to ensure objectives are met. Di Vincenzo hopes to build upon this knowledge by working in an accounting firm that will give him training as a chartered accountant.



**Popi Makris-Lambrinakos** is completing an MBA and will graduate in spring of 1997. (She graduated with a BComm from McGill University with a double major in Accounting and Management Information Systems.)

This has been a particularly active year for Makris-Lambrinakos. She was a runner-up in Concordia’s 1996 Research Competition for her paper, “Social Impacts of Computer-Mediated Communication Systems.” It examined information needs, group interactions, on-line friendships, and time management issues. Moreover, as a member

of Concordia’s Small Business Consulting Bureau, she participated in Montreal’s 12th annual Business World Exhibition — where she prepared and presented a seminar on “Putting Together a Business Plan.”

With an intense interest in information technology and information systems, Makris-Lambrinakos plans to pursue a career in the professional consulting field, specializing in information architecture and business processes.



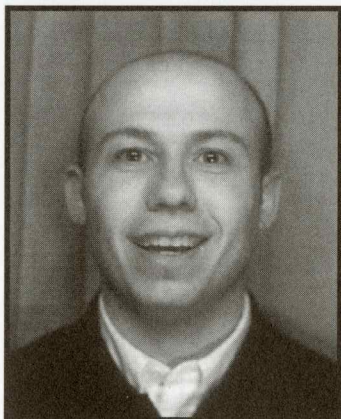
**Valérie Rousseau** is completing a BComm (major: marketing) and will graduate in July 1997. At university, she’s involved herself in debating, public speaking, and leading and organizing many extracurricular activities. Despite a full plate, she also maintains an avid interest in creative writing and photography.

Rousseau’s work experience includes the implementation of a computerized sampling program for a major retail chain. She also brings a multitude of skill-sets, such as psycho-sociology and communication, which are definite assets for companies with international reach. The multilingual Rousseau (English, French and basic German) would like to work abroad in either product management, brand development or advertising.



**Deborah Zietlow** will graduate with a BComm (major: accountancy) in July 1997. As Editor-in-Chief of the CASA Exchange, the Commerce and Administration Students Association’s newsletter, she has learned to negotiate contracts, meet deadlines, and organize efficient writing and distribution committees. She understands the nuances of leadership, namely, that goal setting and organization abilities need be balanced with knowing how to motivate individuals and ensure accountability.

As well, Zietlow has learned the importance of how to manage conflicting demands — juggling school, extracurricular activities and a part-time job. She would like to build upon this and work as an accountant.



**Tony Di Vincenzo** is completing a

**Concordia’s Co-op**  
*The Faculty’s Co-op Program has outstanding students in Accountancy, Decision Sciences and Marketing. If you are interested in hiring a co-op student, call Graham Martin, Principal of the Institute of Co-operative Education, at (514) 848-3951.*



# Concordia wins big in cross-Canada accountancy exams

The results are in. Patrice Ouimet, a Concordia University student in the Diploma in Accountancy program, achieved the highest score in the rigorous four-day Uniform Final Examinations (UFE) written by 2,887 aspiring Chartered Accountants across Canada. Ouimet tied for best score in Canada and the top score among first-time writers in Québec.

Five other Concordia students placed in the top seven spots in Québec: Philippe Tomic came in fourth, Nathalie Uson fifth, Melissa Monk sixth and Gerry Grigoropoulos and Irena Piorskowski tied for seventh. The six students are employed at accounting firms KPMG, Caron Bélanger Ernst and Young, Richter Usher and Vineberg, and Raymond Chabot Martin Paré.

For the past several years, Concordia students have done exceptionally well in the UFEs, administered by the Canadian Institute of Chartered Accountants, and 1996 is no exception. Concordia's pass rate among first time writers was 80.3 per cent, compared with 51 per cent in Québec. The combined pass rate among Concordia's first-time writers and repeaters was 80.2 per cent, compared with the national average of 58.3 per cent.

A great part of Concordia's consistent success can be attributed to the Diploma in Accountancy Program, which includes an intensive summer session to prepare students. At a reception honouring the 1996

graduating class at the Faculty Club on December 16, Program Director Gail Fayerman said: "We are extremely proud of the outstanding performance of all our students. Our success is due to a combination of dedicated teachers, support staff and enthusiastic students. It's truly been an absolute pleasure to be involved in this program."

### MBA International Case Competition a huge success

From January 14 to 18, some 120 Master's in Business Administration students, representing 28 business schools from around the world, gathered at the Queen Elizabeth Hotel in Montreal to compete in the 16th annual Concordia MBA International Case Competition. At stake were the coveted Concordia Cup, \$9,000 in scholarships and other prizes.

The Richard Ivey School of Business at the University of Western Ontario took top honours, winning the Concordia Cup and \$4,000 in scholarships donated by the Bank of Montreal. Second place went to the University of Tennessee-Knoxville which took home the \$3,000 scholarship donated by Noranda Metallurgy. Paderborn University, Germany, placed third and took home the \$2,000 Pratt & Whitney scholarship.

A good deal of the credit for this year's successful event goes to student organizers Frances Yuen, Luis Eguren

and Santo J. Fata — who earn academic credit for their accomplishment. They put in hundreds of hours of work since last April raising over \$125,000 in corporate sponsorship, assembling a high profile judging panel, and finding up-to-date and unpublished business cases. "It's like running a small business," Yuen said.

The competition attracts some of the world's best MBA schools, in which teams of four students match wits against each other, one-on-one, in a round-robin tournament. The object: solve authentic, complex business problems. After three hours of case study, each team presents its analysis and recommendations to a panel of judges drawn from industry.

The final judging panel consisted of David Goldman, President & CEO, Noranda Metallurgy Inc., Mackie Vadamchino-de Massy, President, Murray Axmith Inc., Norman Raschkowan, Senior Vice-President (Equities), Standard Life Portfolio Management, Julien de Schutter, General Manager (Marketing), Aéroports de Montréal, and François Giroux, Executive Vice-President, Groupe Lacasse.

Donna Doherty, Sudha Dwivedi, Victor Sachs and Randy Walker with alternate Raemona Slodovnick comprised Concordia's team. They gave a strong performance and reached the semi-finals.

### Concordia brings home three medals at 1997 Commerce Games

In the 1997 Commerce Games, Concordia brought home three medals: gold in Accounting, silver in Entrepreneurship and silver in Marketing. Some 1,200 undergraduate students from all 12 Quebec universities and University of Ottawa participated in the inter-university competition held between January 10 and 12 — Université Laval in Quebec City won the top prize. For the first time in the event's nine-year history, a special delegation from France participated.

**Concordia's Medals:**  
**Academic Case Coordinator:**  
Professor Mark Haber

### Gold

The Price Waterhouse Accounting Team (Nathalie Niemeyer, Robert Nguyen, Carl Adjami)

**Coaches:** Professors Jane Craighead, Gail Fayerman, Juan Segovia.

### Silver

The Pratt & Whitney Entrepreneurship Team (Caroline Therrien, Bobby Vorias, Stephen Patak)

**Coach:** Professor Mark Haber.

### Silver

The Meloche Monnex Marketing Team (Kathy Tsolakos, Mike Quigley, Matthew Cizmar)

**Coaches:** Professors Anne Lavack, Mark Haber.

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